

LEADING WITH CONFIDENCE IN THE FACE OF UNCERTAINTY

Thank you for attending our co-hosted webinar on Tuesday, 16 June 2020 when BCLP partner, Hazel Shakur Quinn moderated a panel discussion with four leading women in law:

- ▶ **Honourable Colleen O'Toole**, Judiciary Member/Legal Consultant, Abu Dhabi UAE
- ▶ **Kiran Scarr**, Former General Counsel at DMCC and Co-Founder & Principal at Changeosity
- ▶ **Joanna Addison**, Head of Legal for Shell, Qatar
- ▶ **Veta Richardson**, President and CEO, Association of Corporate Counsel

We promised to summarise our panellists' top tips for leading virtual meetings and reveal the key competencies that they believe transformed the way they communicate and lead teams and which they believe are necessary to use during uncertain times.



KEY INSIGHTS

1. HOW CAN WE BEST COMMUNICATE ABOUT OURSELVES TO OTHERS IN VIRTUAL MEETINGS?

- ▶ The three V's are key: Visual – Verbal – Vocal. They are critical in building a connection with the person on the other side of your screen.
- ▶ Recognise that communication is 55% visual; 38% vocal; and only 7% verbal.
- ▶ Practice, practice, practice! If you are presenting in a virtual setting it's important to do dry runs without an audience.
- ▶ Consider how you want to appear and put thought into your background. Avoid using virtual backgrounds for professional business meetings.
- ▶ If you are leading a virtual team meeting accept that you will be connecting with your team in their home. Connect with your team at a personal level and expect the unexpected such as pets/children wondering into view. Traits like empathy, caring and authenticity are critical in virtual meetings.

COMMUNICATION IS

55%
VISUAL



38%
VOCAL



7%
VERBAL



2. IF ONLY 7% OF COMMUNICATION IS VOCAL, HOW CAN WE HARNESS THE POWER OF THE UNSPOKEN WORD IN VIRTUAL MEETINGS?

- ▶ Focus on using a combination of verbal and non-verbal communication. Try to understand and diagnose behavioural styles and adapt your behaviour to better influence the styles of others.
- ▶ Speak more slowly because there can be latency in virtual communication.
- ▶ Listen and look at the person speaking. Turn videos on so you can engage to the fullest extent possible. Encourage participation using exhibits and surveys.
- ▶ Unlock and use emotional intelligence. Start with self-awareness, self-management, and social awareness. (See Further Reading below for Daniel Coleman's research on this topic).

UNLOCK EMOTIONAL INTELLIGENCE



3. TOP TIPS FOR PREPARING AND LEADING VIRTUAL MEETINGS

- ▶ Prepare a defined agenda and circulate it in advance of the meeting. This will help everyone to focus (and importantly, remain focused) on the particular issues at hand.
- ▶ Use slides sparingly because they can sometimes create barriers to communication.
- ▶ Portray key messages with energy and enthusiasm.
- ▶ Send a follow up e-mail to everyone after the meeting with a summary of action points to help people remember and to hold them (and you) accountable for agreed actions.

CIRCULATE DEFINED AGENDA IN ADVANCE



4. KEY POINTS OF NOTES FOR LEADERS SEEKING TO ACTIVELY ENCOURAGE JUNIOR TEAM MEMBERS TO PARTICIPATE IN VIRTUAL DISCUSSIONS

- ▶ Talk less, smile more.
- ▶ Listen attentively and when you do speak, pause, so that others can “jump in” and speak.
- ▶ Create equality of thinking and voice at meetings by ensuring everyone gets a chance to contribute. (See Further Reading below for Nancy Kline’s Thinking Environments).
- ▶ Senior team members can sponsor junior colleagues in meetings to help develop parity in organisations. This needs to be done in a supportive manner to ensure that junior team members are being set up for success rather than failure.

TALK LESS



SMILE MORE

5. WHAT CAN WE LEARN FROM ANOTHER SEX WHEN IT COMES TO EFFECTIVE COMMUNICATION AND COLLABORATION AT WORK?

- ▶ Understand different communication methods i.e. some men tend to stand side by side when they talk rather than facing each other and looking directly at each other whereas some women are comfortable standing face to face for discussions and may find it easier to communicate on virtual platforms.
- ▶ Beware of unconscious biases.
- ▶ Observe standard room dynamics for women. (See Further Reading below for New York Times article on It’s Not Just You: In Online Meetings, Many Women Can’t Get a Word In).
- ▶ Future global leadership favours female leadership traits (See Further Reading for McKinsey Report on the differences between 20th and 21st century leadership).

BEWARE OF UNCONSCIOUS BIASES



6. SUPER COMPETENCIES THAT HAVE TRANSFORMED HOW THE PANELLISTS SUCCESSFULLY LEAD AND COMMUNICATE WITH THEIR TEAMS AND IN BUSINESS



Resilience. Being resilient is about showing where your vulnerabilities are... Going back and working through them personally and professionally.

Honourable Colleen O’Toole



When dealing with a mistake go to the heart of the why it happened. I always listen and ask questions.

Joanna Addison



Understanding the difference between fixed mind-set and growth mind-set, and throwing myself into growth mind-set which is about embracing uncertainty and not fearing change.

Kiran Scarr



FURTHER READING – ARTICLES AND LINKS

Landmark studies by Albert Mehrabian, PhD, that identify communication

[READ MORE](#)

Nancy Kline’s Thinking Environments

[READ MORE](#)

McKinsey Report on the leadership competencies required for meeting future global challenges

[READ MORE](#)

How to Overcome the ‘Double Blind’

[READ MORE](#)

2019 Harvard Study: Women of Color Get Less Support at Work. Here’s How Managers Can Change That.

[READ MORE](#)

Brene Brown’s ted talks. We get better, We learn, We journey, it’s all about the journey not the destination

[READ MORE](#)

It’s Not Just You: In Online Meetings, Many Women Can’t Get a Word In

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One of America’s most loved authors says the most resilient people have these traits in common

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About Daniel Goleman

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Daniel Goleman’s Emotional Intelligence Theory Explained

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